

PERSONAL SERVICES QUESTIONS

The following questions are intended to describe agency management decisions for personal services under the market-based broadband pay plan, required in 2-18-201, MCA. Responses are expected to be:

- Brief statements that describe management decisions for the issue referenced in the question.
- Provided for management decisions that apply generally to the agency or program with material exceptions identified and described, unless the question specifies a response to a subgroup, such as when high turnover may be occurring for an occupation in a certain geographic area of the state
- Focused on explaining agency or program actions under the current agency policy for establishing pay for positions in relationship to the latest market survey performed.

For some questions, clarifying examples or sample responses follow in italic. If a question asks for a response for a singular or generalized instance of an action, but multiple instances or significant exceptions apply within the agency, describe the issue that addresses the majority of the agency or program positions as well as the exceptions.

AGENCY SECTION

Responses to the following questions should describe the agency policies and decisions that address the agency-wide approach to the question. If there is no overall agency approach, state this and describe the most significant approaches that cover the majority of the agency.

- A-1 Under current agency policy, at what percent of market does the agency typically hire for entry into a position?
- A-2 What was the approximate agency market ratio on July 1, 2006, relative to the 2006 market survey?
- A-3 What was the approximate agency market ratio on June 30, 2008, relative to the 2006 market survey?
- A-4 What does the agency expect the agency market ratio will be October 1, 2008, after implementing the HB 13 pay adjustments, relative to the 2008 market survey?
- A-5 What is the agency target market ratio for the 2009 biennium under the 2006 market survey?
- A-6 What will be the agency target market ratio for the 2011 biennium under the 2008 market survey?
- A-7 What plan does the agency have for getting its current pay scales to its target market ratio, (please include plans for funding pay adjustments and for progressing positions to market)? *(e.g. the agency moves all positions to the market for the occupational pay range within x years of entering the occupational pay range and the agency has requested funding in decision packages to move half way from the current market ratio to the target market ratio during the 2011 biennium; or the agency plans to use vacancy savings or other unexpended funds to move to the target market ratio during the 2011 biennium)*
- | A-89 What obstacles is the agency encountering or does the agency anticipate in implementing its plan? *(e.g. agency funding sources; lack of human resources staff and management staff time to lead plan implementation)*
- | A-10—9 Are there any specific employee groups that are an exception or have an exemption to the agency overall target market percentage goal or market progression

plan? If so, why are they the exception? *(e.g. elected officials – salaries set in statute; nurses – difficult to recruit; board appointed executives – board determines salary per statute)*

A-1310 How did the agency implement the 0.6 percent funding in HB 13 (2007 Legislature) for agency discretionary funding for market progression, job performance, or employee competencies? *(e.g. provided an across the board increase of x percent; increased salaries for employees furthest away from market; increased salaries for all positions except those at or above market; offset vacancy savings; used x percent for market progression, y percent for job performance, and z percent for employee competencies; reverted authority as we were not able to implement due to cash flow issues of funding source)*

PROGRAMS

Responses to the following questions should describe the program policies and decisions that address the program-wide approach to the question. If there is no overall program approach, state this and describe the most significant approaches that cover the majority of the program.

Market

Responses to the following questions should describe, at the program level, market percentage and market progression issues and management decisions.

- PM-1 What difficulties is the program facing in following the agency policy for target market ratio and progression to market? *(e.g. the funding sources are inadequate or uncertain; the agency goal is inadequate to maintain program staffing because specific job skills and knowledge are only available from a small labor pool; the market survey is not current and occupational pay ranges will not attract qualified applicants for program vacancies)*
- PM-2 What was the approximate market ratio for the program on July 1, 2006, relative to the 2006 market survey?
- PM-3 What was the approximate market ratio for the program on June 30, 2008, relative to the 2006 market survey?
- PM-4 What does the program expect the market ratio will be for the program on October 1, 2008, after implementing the HB 13 pay adjustments, relative to the 2008 market survey?
- PM-5 Does this program make an exception from the agency policy on entry market ratio for any specific occupations? If so, which occupations and why?
- PM-6 Does this program make an exception from the agency policy on progression to market for any specific occupations? If so, which occupations and why?

Vacancies

Responses to the following questions should describe, at the program level, issues, impacts, and management actions associated with position with high turnover and vacancy rates.

- PV-1 Does this program have any occupations with high turnover rates or where there typically are vacancies? If so, what has the program determined to be the factors for the high turnover rates or frequent vacancies? *(e.g. Correctional Officers – job factors and overall work environment; Nursing staff – difficult to hire positions due to outside market competition factors and job factors; Entry level staff in high wage/high costs towns - difficult to hire positions due to outside market competition factors)*
- PV-2 What actions has the program taken to address the factors that are driving long-term or frequent vacancies? *(e.g. pay plan adjustments (reclassification); additional benefits such as assistance with transportation to/from work; pay exceptions (rate greater than 100 percent of market or flat across the board increase); alternate shift options (10 or 12*

- hour shifts, 6 days on 4 days off); applied entire 0.6 percent to these positions to increase their salaries)*
- PV-3 How did the vacancies impact agency operations? *(e.g. increased overtime; desirable but optional task not completed or delayed in completion; increased workload for other employees)*
- PV-4 How did the program address the 4 percent applied vacancy savings rate? *(e.g. held positions open; normal turnover generated sufficient vacancy savings; obtained contingency funding from Governor's Office; shifted funding from other operational areas; used carry forward funds)*
- PV-5 What did the program do with the budget authority generated from attaining additional savings attained from vacancy above the 4 percent applied rate? *(e.g. paid overtime; made pay adjustments; not applicable, additional vacancy savings not attained; reverted \$x in funding and generated \$y in carry forward authority; transferred funding to operations)*

Position/Pay Changes

Responses to the following questions should describe, at the program level, position upgrades and market based pay increases given since the snapshot (July 2006) for the 2009 biennium budget development.

- PP-1 What position and pay changes (grouped and summarized by occupation) were given outside the increases given in HB 13? Why were they given? *(e.g. adjustments to improve internal pay equity – funded by the legislature in a decision package; pay to bring to current percentage of market; program-wide flat percentage increase of x percent)*
- PP-2 How did the program fund the pay changes given outside HB 13? *(e.g. by holding vacant positions open; specific funding appropriated through a decision package; transferred from operations; .6 percent included in HB 13)*
- PP-3 If the program transferred funding from other budgeted expenditure categories to personal services to fund position and pay changes, what were the impacts to program delivery or customers?

Retirements

Responses to the following questions should describe actual and anticipated retirement within the program and steps being taken to address the impacts of the retirements.

- PR-1 How many employees in your program will be eligible for full retirement in the 2011 biennium? What is the anticipated compensated absence liability for those retirements? *(e.g. the program anticipates x employees retiring in 2011 biennium at a cost of \$dd,ddd in compensated absence liabilities)*
- PR-2 How many employees retired or will retire in the 2009 biennium?
- PR-3 Does the program anticipate retirements between now and the end of the 2011 biennium that could impact program operations? If so, what steps are being taken to address the impacts? *(e.g. planning in progress and it's too early to specify what steps we will take; program management has developed creative recruitment options (list); recruiting those eligible for retirement in one system for positions in a different retirement system; succession planning by double filling key positions with a successor to transfer knowledge)*